MGMT 5948

Human Resources
Recruitment
Selection and
Development

Session 1 - 2005

SUBJECT FACILITATOR:
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CONSULTATION TIMES: BY APPOINTMENT AND
WEDNESDAYS 11.00AM TO 1.00PM
4.00 TO 4.30 PM
8.00 TO 8.30

CONTACT HOURS:
STUDY GROUP MEETING: 4.30-5.15 PM OR 7.15-8.00
LECTURE AND SEMINAR SESSIONS
(ONE HOUR EACH): 5.15 TO 7.15PM
## Facilitation and Seminar Program, 2005

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<td>Acquiring Employees: Human Resource Planning</td>
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<td>Acquiring Employees: Recruitment Human Resources – The Recruitment Process</td>
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<td>Acquiring Employees: The Employment Interview</td>
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<td>Acquiring and retaining employees: Selection and Appraisal – Issues of Evaluation and Performance</td>
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<td>Examination: Take-Home exam, no lecture or seminar.</td>
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<td>Maintaining the relationship: Induction, Developmental Appraisal, Learning Needs Analysis</td>
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Aims

The purpose of this subject is to examine organisational approaches to workforce management in a changing environment, with a focus on the recruitment, retention and development of staff.

It seeks to do this by:

• locating human resource management within a diagnostic framework for identifying strategic choices in managing organisational change;
• examining the ways in which the human resource activities of planning, recruitment, selection and development are interrelated as strategic responses to change;
• identifying and developing the skills associated with these human resource management practices.

Subject Objectives

By the completion of the subject, students should be able to:

• debate the extent of change taking place in the modern business environment at both global and national levels and be able to see the implications of this change for human resource policies and practices;
• identify a number of human resource activities and critically examine the assumptions on which they are based;
• explain how changes in the management of people within organisations requires detailed attention to staffing systems and processes involving planning, recruiting, selection, induction and development of people;
• determine, amongst an array of choices, a framework of human resource management practices that is effective in achieving change, ensuring equity and diversity, and securing organisational sustainability.

Text

A two-volume Reading Kit is provided for this course, and is available from the Bookshop. There is no other set text for this course.

MyCourse

Please remember that there are 134 references reserved for you, some on-line, through the UNSW Library MyCourse service. To ascertain the titles and their availability, follow the following links and steps:

Go to UNSW Library Home page (http://info.library.unsw.edu.au/)
Click on MyCourse
At ‘Search’ enter IROB5948 and at ‘Field to Search’ scroll down to ‘Course Code’.
e-learning: uses of WebCT
Course materials will be placed on your e-learning site, WebCT:
http://webct.edtec.unsw.edu.au/webct/public/home.pl

The WebCT site will be updated weekly. It will be the means by which messages are sent to you, so please use the site regularly.

Now that Study Groups have been set up, each group will be able to use WebCT to communicate with each other off-campus. No one except the Lecturer will be able to see your correspondence. This will be a useful way of organizing your facilitation and case study presentation.

Assessment
Exam 30%
Seminar Facilitation 30%
Major Case Study 40%

NB: to be considered eligible to pass this subject, you must complete all assessment items.

Late Submissions
Students who submit late assessment items without obtaining a formal extension, and without supporting documentation (e.g. medical certificate), prior to the due date will be penalised. A penalty of 2% will be deducted for each day after the submission date.

Assessment 1: Exam
A take home exam to be given out in class on Wednesday 6 April, to be returned in class on Wednesday 27 April.
Format: One referenced essay, debating a proposition (1,500 words). At least 4 references from the Study Kit and supplementary list
Marks: 30%

Assessment 2: Seminar Presentation
Students will be expected to lead one seminar in a group of 2 or 3. This will involve preparing answers and discussion activities around the questions posed for the week’s topic. In their topic week, they will have up to 10 minutes to start the class discussion. Please do not just talk for 10 minutes! Possible activities include:

- a handout setting out the arguments presented in the literature, or identifying points in the readings that you would like the class to debate, and providing follow-up questions for group discussion (whole-class or small group);
- a brain-storm session using the whiteboard, followed by group discussions recorded on flip-chart paper;
- a sketch or videoclip accompanied by a hand-out with a scripted activity (e.g. evaluation of a selection interview);
The leaders of each seminar will be asked to summarise the main points in a small report to be submitted in the following week. The summary should include any of the issues or central themes raised during the class discussion.

Length: 3 pages  
Due Date: One week after your presentation date  
Value: 30% (10% presentation/facilitation; 20% summary)

**Assessment 3: Major Case Study.**

Assessment 3 takes the form of a report and a brief oral presentation based on the major case study. You can choose to have the report marked as a group, or on the basis of your individual contribution.

Referring to the Case Study organisation, our study group will analyse one HRM practice covered in this course (recruitment, selection, development). Your analysis and recommendations will be presented as a written report in Weeks 13 and 14. The presentation can take the form of a report to a Board, a Shareholders’ AGM, or a staff meeting. You can distribute Executive Summaries, provide a slide presentation, or find some other interesting way of communicating your key findings.

The written component consists of a diagnosis and action plan in Report format. In your diagnosis, it is suggested that you answer the following questions:

1. What are the strengths
2. What threats and opportunities are presented by current practices?
3. What needs to be changed, and why?
4. What sources, cues and information did you use in deciding what you believe should be done?
5. What are the available HR Change Management choices;
6. What change strategies should be given priority; and why?
7. What are the limitations of these change management strategies.

You may find it helpful to consider the following suggestions for the final preparation of your presentation:

- ensure that you have fully reviewed the subject content, literature and seminar discussion questions;
- prepare handouts to illustrate various aspects of the action plan and have multiple copies ready to distribute to colleagues to support your oral presentation;
- prepare a brief plan for delivery of information in order to prevent digression;
- be prepared to field questions and receive feedback on the oral presentation.

Type: Report: Document in Report format  
Oral presentation and handout of Case Study analysis, with follow-up questions and discussion

Length: No more than 10 minutes presentation per group of 2/3 person, followed by approximately 20 minutes of discussion and questions
Due Date: Report: Week 12 (May 25th)
Presentation: Weeks 13 & 14 (June 1st and 8th).
Value: Report 25%; Presentation 15%